

It's unclear how much whistle-blowing the hospital industry really wants from its compliance chiefs. After all, ultra-strict compliance programs can mean higher costs and irritating bureaucracy. Some plump revenue sources could wither away, too, if compliance officers declare them to be off-limits.

But most federal fraud-fighters welcome the effort. "What we're talking about is ensuring that organizations bill appropriately, that they train their staff appropriately, and that they follow good business practices," says Eileen Boyd, deputy inspector general at the Department of Health and Human Services.

When problems do exist, federal sentencing guidelines treat the existence of a compliance program as a mitigating factor that can reduce civil or criminal penalties. Conversely, hospitals without a compliance program may be told to form one as part of settling a federal fraud investigation. For that reason, Ms. Boyd tells the industry: "You can pay for compliance now, or you can pay for it later."

Traditionally, hospitals have counted on low-level internal auditors to catch problems, and report them to senior management. But the new, high-profile compliance chiefs are expected to get involved in potential trouble spots much earlier. They are also expected to flag hospital boards and the government right away if infractions are found.

Paul Flanagan got into compliance work 2½ years ago, after finishing his studies at Creighton Law School in Omaha, Neb. When he asked a local attorney for career tips in health care, the answer amounted to a single word: "Compliance."

He soon became chief compliance officer at Alegent Health in Omaha. Six weeks ago, the 31-year-old Mr. Flanagan jumped to a fast-track job at Coopers & Lybrand, where he will travel around the country, helping as many as 60 hospitals set up compliance departments.

Currently, the HHS inspector general's office and the American Hospital Association are drafting guidelines for a model compliance program for hospitals. Those standards are expected to be issued this fall. They are likely to be welcomed by a hospital industry fearful that the government's anti-fraud campaign could sweep up not just outright rascals but also people who have been trying to obey laws that they don't understand very well.

"The regulations are so complex that organizations can make errors just because of the complexity," says Sister Pat Eck, chairperson of the Bon Secours Health System Inc. chain of Hospitals and nursing homes in Marriottsville, Md.

Sister Pat says that Bon Secours has traditionally relied on its internal audit department to catch problems, adding that she is "comfortable" with its work to date. But she says her board is encouraging her to consider creating a more formal compliance department, something that could happen as soon as next year.

While the most dramatic part of compliance programs may be the detection of wrongdoing, their most important function may be training employees how to follow the rules in the first place, says Ms. Boyd, the deputy inspector general at HHS.

"I'm a big believer in hands-on training, where people have a chance to ask questions and get tested on what they were supposed to learn," she says. "Putting a manual on a shelf—or herding people into an auditorium to watch a video—doesn't do it for me. If the health-care industry is foolish enough to put in compliance programs that aren't viable, they're making a serious mistake."

## TRIBUTE TO DR. JASON HU, REPRESENTATIVE OF THE REPUBLIC OF CHINA ON TAIWAN

### HON. TOM LANTOS

OF CALIFORNIA

IN THE HOUSE OF REPRESENTATIVES

Thursday, October 2, 1997

Mr. LANTOS. Mr. Speaker, I rise today to pay tribute to Dr. Jason Chih-chiang Hu, the distinguished representative of the Taipei Economic and Cultural Representative Office in the United States. As my colleagues know, Ambassador Hu has served as the chief representative of the Republic of China on Taiwan here in the United States for the past 15 months.

During that time, the friendship between our two countries has benefitted greatly from Jason Hu's outstanding efforts. Although Jason will be leaving Washington, DC, we are fortunate that he will continue to work for better relations between the United States and Taiwan. He will return to Taipei within the next few weeks to assume the critically important position of foreign minister.

Dr. Jason Hu's record of distinguished public service to his nation spans more than a decade. He received his B.L. in diplomacy from the National Chengchi University in Taiwan, and his Ph.D. in International Studies at Oxford University. Jason began his career as a university professor, and he later served as the government's chief spokesman. Since June of 1996 he has been the chief representative to the United States.

We will miss Jason's wisdom and his articulate and informed advocacy for Taiwan. Jason's lovely and charming wife, Shirley, will also be missed. At the same time, Mr. Speaker, this is a wonderful opportunity for Jason and Shirley to serve their country in a new and challenging position.

Mr. Speaker, I invite my colleagues to join me in wishing them bon voyage and great success as they face the new challenges and opportunities that lie ahead.

## TRIBUTE TO JAMES JOHNSON

### HON. EARL F. HILLIARD

OF ALABAMA

IN THE HOUSE OF REPRESENTATIVES

Thursday, October 2, 1997

Mr. HILLIARD. Mr. Speaker, I rise today to pay tribute to Mr. James Johnson of Birmingham, AL. Mr. Johnson recently passed away, yet his legacy will remain a shining example to our community for decades to come.

Mr. Johnson was born in Sumpter County, AL, and was educated in the public school system of Alabama. He was a hardworking man who spent decades working in the steel mills of Ensley, AL.

Above all, Mr. Johnson was a brave and courageous man. He was the first black ever elected as a constable, and he served over 20 years.

While James Johnson was confronted with the evils of segregation and legalized Jim Crow laws over 50 years ago, he did something about it. Mr. Johnson stood up and was counted by volunteering to help register black voters throughout Alabama during a period of history when he knew, good and well, that his

actions might cost him his life. However, Mr. Johnson was more concerned about righting a wrong and correcting an injustice, than about his personal safety.

I will personally miss Mr. Johnson. He was a great and noble man. My sincere condolences go to his wonderful wife, Mrs. Bernice C. Johnson of Birmingham and all of his children, family, and friends.

## ST. MICHAEL'S POST 1562, CATHOLIC WAR VETERANS, CELEBRATES 50TH ANNIVERSARY

### HON. JAMES H. MALONEY

OF CONNECTICUT

IN THE HOUSE OF REPRESENTATIVES

Thursday, October 2, 1997

Mr. MALONEY of Connecticut. Mr. Speaker, I want to bring to the attention of the U.S. House of Representatives and the Nation a most important event in my Connecticut district. This weekend, St. Michael's Post 1562 of the Catholic War Veterans, will celebrate its 50th anniversary. The event will be marked with the celebration of a mass and a dinner that evening in Derby, CT.

Post 1562 was officially chartered on December 22, 1947. With 345 members, the post is the largest Catholic war veterans group in the State of Connecticut and the fourth largest in the Nation. In addition to advancing the interests of Catholic war veterans who have courageously served their country, this organization's efforts have served to improve the lives of all residents of the Derby area.

For many years, members of Post 1562 have volunteered their time to patients at the Veterans Administration Hospital in West Haven, CT. Also, the post and its ladies auxiliary combine efforts on a yearly basis to participate in the traditional Cross of Peace Drive at local churches. Furthermore, the post distributes gifts to needy boys and girls at their annual children's Christmas party.

Mr. Speaker, it is extremely heartening to find an organization that makes a critical difference in the lives of so many people. St. Michael's Post 1562 of the Catholic War Veterans of the U.S.A. truly is a model institution. On behalf of the State of Connecticut and our entire Nation, I want to commend the officers and members of Post 1562 for not just their sacrifices to our country in the name of freedom, but also for their invaluable efforts to strengthen the communities of the Derby area.

## TRIBUTE TO COLONEL JIMMIE D. HOLMANS

### HON. CIRO D. RODRIGUEZ

OF TEXAS

IN THE HOUSE OF REPRESENTATIVES

Thursday, October 2, 1997

Mr. RODRIGUEZ. Mr. Speaker, I rise today to honor the dedication, public service, and patriotism of Col. Jimmie D. Holmans. Colonel Holmans, a native Texan, will retire from the U.S. Air Force on October 1, 1997 after more than 29 years of faithful service to our Nation.

Since the beginning of his military career in November 1967, Colonel Holmans has risen through the ranks of the U.S. Air Force, always ready and willing to serve our country in